Acceptance of and Trust in the Use of Artificial Intelligence in Organisational Management

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Abstract: The study aimed to examine acceptance of, and trust in, artificial intelligence in organisational management. The study was based on a quantitative approach and conducted using a diagnostic survey. The CAWI method was used to conduct the study. The questionnaire was first verified by experts in artificial intelligence and business analysis before being made available to respondents. It included questions about respondents' experience with AI, their level of competence, the perceived benefits and threats of AI, their trust in AI-assisted decisions and their assessment of this technology's impact on organisational functioning. Trust in AI is conditional, acceptance of its use hinges on human control, transparent systems, and the ability to audit decisions. While AI is seen as conducive to the development of new management practices and innovation, its direct impact on operational efficiency remains unclear. Respondents emphasise the irreplaceable role of humans in areas requiring emotional intelligence, ethics, motivation and creativity. The conclusions indicate that effectively implementing AI in management requires parallel development of employee competencies, building trust in technology and implementing ethical and supervisory standards. These findings align with the socio-technical systems approach and the human–AI cooperation model, in which technology plays a supporting role rather than replacing the human factor.

Keywords: Management, Organisational management, Management decisions, Artificial intelligence

1. Introduction

In recent years, the dynamic development of digital technologies has significantly changed the way modern organisations operate. Artificial intelligence, which is being used increasingly in data analysis, process automation and managerial decision-making support, is considered particularly important in this process. AI-based solutions can process large data sets, identify patterns and generate decision-making recommendations, potentially increasing operational efficiency and improving management quality.

For several years now, we have witnessed a revolution in management, driven by rapid and intensive changes in markets and customer requirements and expectations, as well as a growing awareness of one's own role within an organisation. However, the management of individual action items, how-ever effective, has proved too fragmented to encompass all the elements necessary to ensure effectiveness at the appropriate level. Comprehensive management of entire processes, with a focus on organising them properly, is therefore necessary. The management of processes is a key area of interest for many researchers and practitioners in various fields, including IT professionals, who aim to optimise business operations by coordinating their research and work with that of managers.

Interest in using artificial intelligence in management is growing due to technological progress and the need for organisations to be more competitive in a knowledge- and data-based economy. Literature on the subject emphasises that AI systems can support managers in areas such as analysing information, forecasting market trends, optimising operational processes and managing human resources. However, the implementation of AI-based solutions is not just a technological process; it is also a complex organisational and social phenomenon in which factors such as technology acceptance, trust in algorithms and user competencies play a key role.

Despite the growing interest in applying artificial intelligence to management, relatively little empirical research has been conducted to identify the factors that determine the acceptance of this technology within organisational environments, or to analyse their impact on perceived organisational effectiveness. It is particularly important to understand how user experience, digital competence, organisational barriers, and trust in algorithmic systems influence an organisation's readiness to use artificial intelligence in management processes.

This article addresses the following research question: What is the level of acceptance and trust surrounding the use of artificial intelligence in organisational management? Its main objective is to examine acceptance of and trust in AI in organisational management.

The research objective was achieved through an empirical study conducted using a diagnostic survey method. The results obtained provide a deeper understanding of the conditions for implementing artificial intelligence

(AI) in organisational management and can inform recommendations for the effective use of AI technology in management practice.

2. Literature Review

The ongoing digitisation of almost all areas of economic and social life has resulted in an exponential increase in the amount of data generated not only by IT systems, but also by participants in organisational processes, both internal and external to the company. This complex data is produced in real time and includes structured and unstructured information from social media, sensors, digital communications and transaction systems. In this context, data is not only becoming a resource, but also the foundation of modern organisational management. In the face of such a dynamic and diverse stream of information, traditional analytical methods are insufficient (Oleś-Filiks, 2025).

Implementing modern IT solutions, including analytical systems and artificial intelligence-based tools, enables the integration of process data, streamlines information flow and enhances the effectiveness of decision-making processes within the organisation (Chmielarz & Zborowski, 2018).

Today, artificial intelligence has become an everyday tool for many people, with widespread use in various business sectors. Both international corporations and local medium-sized enterprises use AI-based solutions to boost efficiency and productivity, support decision-making, and optimise organisational performance. In human resource management, AI is used to effectively manage personnel through the integration of modern tools and technologies (Haefner et al., 2021). Consequently, artificial intelligence is evolving from an operational tool into a strategic organisational resource (Binhammad et al., 2024).

In the coming years, it is predicted that artificial intelligence will become a key component of organisational process management in many economic sectors, including logistics, data analysis, healthcare and education. International research institutions forecast that, by 2030, AI-based technologies will play a fundamental role in the operational transformation of enterprises by contributing to process automation, service personalisation, and improved information flow (World Economic Forum, 2023).

AI is not exclusively the domain of computer science; its interdisciplinary nature means it is used in many fields, including medicine, law, economics, education, and art. Artificial intelligence refers to computer systems that can perform tasks typically requiring human cognitive abilities such as reasoning, learning, perception and decision-making (Russell & Norvig, 2021).

Artificial intelligence is the ability of machines to simulate any aspect of learning or other forms of intelligence, provided these are described with sufficient precision (Nilsson, 2010). Two key terms in this context are 'simulating' and 'imitating'. 'Simulating' refers to machines' ability to reproduce processes characteristic of human intelligence, while 'imitating' involves replicating human behaviour in a near-natural way.

Wang proposes his own operational definition of intelligence, focusing on the ability of systems to adapt in situations of incomplete knowledge and limited resources. According to Wang, true intelligence should enable a system to cope with uncertainty, incomplete information, and environmental variability, a crucial consideration for AI applications in real, dynamic environments (Wang, 2007).

Artificial intelligence is also defined as an interdisciplinary field of computer science focusing on creating computational systems capable of mimicking human cognitive abilities. These abilities include reasoning, learning, and problem-solving, all of which are key aspects of natural intelligence (Suleimenov et al., 2020).

The development of artificial intelligence-based systems is a complex, multi-stage process that can be broken down into three basic phases: designing the algorithms, training the model, and implementing the user interfaces. The first phase involves developing artificial intelligence algorithms, which are formal descriptions of the system's operating principles. These algorithms define a set of mathematical functions and logical rules that enable data analysis and decision-making (Goodfellow et al., 2016). The second key step is training the AI model. This involves feeding large, representative datasets into a pre-designed algorithm that has been processed and labelled accordingly. By analysing the input data, the model acquires the ability to generalise; that is to say, it can predict or interpret new, unknown data based on previously acquired information. The model represents what the algorithm has 'learned', i.e. the structures and weights assigned to the various data features that it considers relevant in the context of the problem being solved (Domingos, 2015). The final stage involves implementing the finished model in practical applications and user systems. AI models are usually integrated into user interfaces, including mobile applications, desktop systems, web-based platforms and physical devices. These complex systems act as an intermediary between users and AI algorithms, facilitating

communication and enabling the execution of specific tasks in an intuitive and accessible manner. Consequently, users do not have direct access to the model or algorithm itself but rather operate on functional representations of them (Russel and Norving, 2021).

Artificial intelligence has the potential to significantly boost work efficiency in many sectors of the economy by automating routine, repetitive and time-consuming tasks that were previously carried out by humans (Burt, Hughes & Perrottet, 2021). Organisations can increase operational efficiency, reduce labour costs and improve the quality of services provided by utilising AI-based systems (Arntz, Gregory & Zierahn, 2016). Analytical systems allow users to define and monitor key performance indicators (KPIs), which are an important tool for evaluating organisational processes. Analysts can use the available functionalities to construct indicators based on current and historical process data (Waszkowski, Nowicki, Saniuk, 2017).

The rapid development of technology, particularly artificial intelligence-based solutions, has led to growing concerns in society about the future of the labour market. One of the most commonly expressed concerns is the possibility of mass automation leading to job losses (Yuan & Recker, 2015). Routine and repetitive tasks that can be successfully taken over by AI-based systems appear to put positions at particular risk (Brynjolfsson & McAfee, 2014; Susskind & Susskind, 2015). Many workers are concerned that the rapid pace of technological advancement will exceed people's ability to acquire the necessary skills, potentially exacerbating social inequalities and professional exclusion. These concerns are further compounded by the unequal access to training and opportunities for adapting to new working conditions experienced by different professional groups (Frey & Osborne, 2017). However, modern solutions based on artificial intelligence are not necessarily intended to replace humans. In fact, AI is designed to support people, not eliminate them. Therefore, it is crucial to create 'human-machine collaboration systems' that combine human strengths, such as creativity, empathy, intuition and adaptability, with artificial intelligence's enormous analytical capabilities and speed (Chui, Manyika & Miremadi, 2016; Wilson & Daugherty, 2018; Waszkowski & Kowalski, 2017). From a strategic management perspective, this approach is becoming increasingly important. Organisations that can integrate AI with human capital can increase operational efficiency and stimulate innovation, creating new business models (Davenport & Ronanki, 2018; Zengler et al., 2022). Therefore, rather than viewing the future of work through the prism of competition between humans and machines, it should be viewed as a process of synergy between them (Autor, 2015). Training on BI tools and decision support systems is recommended - introduce courses and hands-on workshops on BI tools such as Microsoft Power BI or Microsoft Business Intelligence (MS BI) that are popular in organizations (Oleś-Filiks, 2025).

According to a report by the McKinsey Global Institute McKinsey Global Institute (McKinsey Global Institute, 2017), the financial sector is one of the industries most susceptible to automation – it is estimated that up to 43% of tasks performed in banking and insurance could be automated using existing technologies. Similar conclusions are presented in a PwC report, which emphasises that the implementation of AI can bring productivity gains and significant cost savings to the financial sector, while also generating the risk of employment restructuring and the need to adapt employees' skills to new requirements (PwC, 2018).

AI is playing an increasingly significant role in the automation of software testing, the design of cybersecurity systems, the analysis of system logs, and the optimisation of source code (Amershi et al., 2019).

According to the World Economic Forum report, as many as 43% of companies plan to accelerate work automation by 2027. Artificial intelligence-based technologies will play a key role in transforming operating models and restructuring workplaces (World Economic Forum, 2023). These changes highlight the increasing significance of strategic change management, as well as the necessity of investing in employee retraining and the development of digital skills. This will enable organisations and their employees to adapt effectively to the new automated working environment.

3. Methodology and Description of the Research Sample

A quantitative empirical study was conducted in 2025 to identify the acceptance and the level of trust in artificial intelligence-based solutions in organisational management processes. The study employed the CAWI (Computer-Assisted Web Interview) technique for the electronic distribution of the survey questionnaire and automated data collection.

The research tool was an original questionnaire consisting of 35 substantive questions relating to the analysed issue, as well as seven demographic questions designed to characterise the structure of the sample.

The survey is divided into four main sections.

1. General questions about management and artificial intelligence.
2. The potential for adopting AI within the organisation.
3. Trust in artificial intelligence within an organisational context.
4. Demographic information.

The survey was anonymous and voluntary. Respondents were informed in advance about the purpose of the research project, the rules of participation and how data would be kept confidential and secure. Empirical data were collected between 15 March and 27 November 2025 using the Forms Office IT tool.

A total of 233 respondents, who had educational and/or professional experience relating to organisational functioning and the use of artificial intelligence technologies, participated in the study. Of these, 200 completed the questionnaire in full, corresponding to an 86% response completion rate. The results presented and analyzed are based on 200 complete responses. The demographic and professional characteristics of the sample are presented in Table 1.

Table 1: The demographic and professional characteristics of the research sample

Characteristics	**Responses (%)**
Gender	
Women	58,00%
Men	39,00%
Other	3,00%
Age	
< 18	0,00%
18 - 25	33,00%
26 - 30	22,44%
31 - 35	16,48%
36 - 50	17,49%
51 +	10,59%
Place of origin	
Village	8,78%
Town with up to 20,000 inhabitants	10,07%
Town with 21,000–50,000 inhabitants	9,80%
Town with 51,000–200,000 inhabitants	7,80%
Town with over 200,000 inhabitants	58, 54%
Education	
Primary	0,00%
Secondary	42,41%
Bachelor's degree, engineer	40,29%
Higher	13,80%
Doctorate/ habitation	3,49%
Employment status	
I work full-time or part-time under an employment contract	60,41 %
I work casually	20,49%
I run my own business	4,07%
I am not employed	6,37%
I am a pensioner/disability pensioner	1,49%
I run a household/ raise child	1,79%
Other	4,39%

Characteristics	Responses (%)
Length of work	
Less than one year	10,29%
1–5 years	25,26%
6–10 years	30,24%
11–15 years	16,95%
16–20 years	15,49%
More than 20 years	1,76%
Type of work	
Senior management	11,90%
Middle management	14,39%
Specialists and experts	35,07%
Line employees	32,42%
Other	6,22%

Source: Author's own work

4. Analysis and Discussion of the Results

This study aimed to assess the level of acceptance and trust in the use of artificial intelligence for organisational management. Analysis of the collected empirical data revealed several key insights into both the perception of AI and its practical application in organisational settings. The results suggest that the implementation of AI in management requires further in-depth analysis, particularly about the social and organisational factors that determine the acceptance of new technologies. Future research could extend the scope of the analysis to different economic sectors and compare organisations with varying levels of technological maturity.

First, the respondents' understanding of organisational management was analysed. The results showed that respondents most often perceived management as a decision-making process aimed at the effective use of organisational resources. This definition was selected by 36% of respondents. A significant proportion of respondents also identified management with the classic set of managerial functions, including planning, organising, motivating, and controlling (18%). Notably, a significant proportion of respondents emphasised the social dimension of management, highlighting the achievement of organisational goals through others (15%) and the importance of interpersonal influence in management processes (14%). Overall, the results suggest that respondents primarily perceive management in pragmatic and functional terms, with a clear emphasis on decision-making and organisational effectiveness. Further research should deepen the analysis of how different professional groups perceive management and determine how understanding management functions affects willingness to use AI technology in decision-making processes.

The rest of the analysis focused on how artificial intelligence is perceived. The collected data indicate that respondents primarily interpret this concept in terms of its applications. The largest group of respondents (37%) associated artificial intelligence with the development of machines and autonomous systems capable of performing tasks that require intelligent information processing. Meanwhile, 25% of respondents identified AI systems' ability to exhibit characteristics like human cognitive processes, such as learning or reasoning, as the defining feature of artificial intelligence. The remaining responses referred to more general concepts of machine intelligence and its scientific basis. The distribution of responses suggests that respondents primarily perceive artificial intelligence as a practical technological tool, and to a lesser extent as a theoretical category. In future, it would be worthwhile considering the implementation of educational and training activities within organisations to enhance understanding of the potential and limitations of AI technology. This could lead to the technology being used more consciously and effectively in management practice.

A key part of the analysis was determining the level of experience that respondents had with artificial intelligence-based tools. The results indicate that a significant proportion of respondents had encountered AI during their studies: 63% declared such experience. In a professional environment, 63% of respondents said that they had encountered solutions using artificial intelligence. However, an analysis of the frequency of AI

use at work revealed significant differences in respondents' experiences. 45% of respondents reported regular or frequent use of AI-based tools, while 27% indicated constant use of such solutions. Conversely, 17% of respondents admitted that they do not use AI tools at all in their professional work. Therefore, the results obtained indicate a moderate level of diffusion of artificial intelligence technology in organisational practice, with significant variation in user experience levels. It is therefore advisable to develop training and competence programmes to enable employees to gain practical experience in using AI tools in future. Such measures may help to increase the level of technological adaptation in organisations.

The next stage of the analysis involved identifying areas of management in which respondents saw the greatest potential for artificial intelligence applications. The data indicates that human resource management was the most frequently cited area, selected by 25% of respondents. Strategic planning came second with 19% of respondents, while 17% each indicated team organisation and logistics management. These results suggest that respondents primarily perceive artificial intelligence as a tool that supports analytical and decision-making processes, particularly in personnel management and organisational planning contexts. Future research should analyse the extent to which these potential applications correspond to actual organisational practice. This would provide a clearer picture of the discrepancies between perceived capabilities and actual use.

Analysing the results also enabled us to determine the extent to which artificial intelligence is used in organisational decision-making processes. The data obtained indicate that 36% of respondents confirmed the use of AI in managerial decision-making processes in their workplaces. The areas in which AI is most used are operational decisions, such as holiday management and employee recruitment and dismissal processes. AI's use in strategic decisions, such as employee promotions or organisational restructuring, was indicated much less frequently. These results suggest that AI primarily serves a procedural support function in organisations rather than acting as an autonomous decision-maker in key management processes. In future, it will be important to develop models of cooperation between humans and AI systems in organisational decision-making processes. This will enhance the efficiency of decision-making processes while preserving managerial oversight.

Another important aspect of the analysis was the assessment of organisations' preparedness to implement artificial intelligence tools. The results obtained suggest that competence in this area is relatively low. The largest group of respondents (37%) assessed the preparedness of employees as insufficient, indicating a lack of adequate preparation. A further 20% described the level of preparedness as minimal. Meanwhile, only 18% of respondents considered employees in their organisations to be well or very well prepared to implement AI-based solutions. These results suggest a significant skills gap that could hinder the development and implementation of AI technology within organisations. Therefore, organisations should invest in developing digital competencies and training programmes in data analysis and AI tool use. Developing such competencies could significantly speed up the process of adapting to new technology in the workplace.

Another important element of the study was an analysis of the level of trust that respondents had in artificial intelligence in the context of organisational decision-making. The results suggest a moderate acceptance of such solutions. Forty-two per cent of respondents said they would trust artificial intelligence to make personnel decisions, such as hiring or dismissing an employee. A slightly higher level of trust was recorded in relation to self-assessment by AI systems, with 53% of respondents accepting this possibility. At the same time, however, many respondents emphasised the need for human control over key management decisions. According to the respondents, increasing trust in AI-based systems requires, above all, transparent operation, auditable algorithms, and maintaining the manager's role as the final decision-maker in management processes. In the future, it will be important to develop explainable AI solutions and ethical standards to regulate their use in organisations. This could significantly increase employees' trust in decision-making support systems.

The results therefore indicate that, although artificial intelligence is increasingly recognised as a potentially valuable tool for organisational management, its practical implementation depends on various social, competency-related, and organisational factors. This highlights the need for further research into the relationship between technology and the human element in management processes. Developing interdisciplinary analyses that combine the perspectives of management, information technology, and the social sciences seems particularly important.

5. Conclusions

The empirical study identified the key factors that influence acceptance of, and trust in, artificial intelligence within organisational management processes. Analysis of the results indicates that, despite artificial intelligence-based technologies being increasingly present in the work environment, their actual use in management processes remains moderate and implementation faces numerous barriers of a competence, social and organisational nature.

The survey results suggest that respondents primarily perceive organisational management in terms of decision-making and the rational management of resources. This perception of management functions promotes the view of artificial intelligence as a tool that supports data analysis and decision-making. At the same time, respondents are clearly aware of the social dimension of management, in which interpersonal relations, communication, and the ability to influence employees play an important role. This suggests that respondents view artificial intelligence as a complement to managerial competencies rather than a substitute for them. These findings are consistent with research on the digital transformation of organisations and the role of AI as an element of socio-technical systems. Respondents primarily perceive AI as a tool that supports analytical and operational processes.

The survey results also confirm that artificial intelligence is primarily viewed as a tool that supports analytical and decision-making processes. Respondents identified the greatest potential for AI in areas such as human resource management, strategic planning, team organisation and logistics. However, the actual use of AI in organisational decision-making processes remains limited, mainly concerning operational decisions. This means that, in many organisations, AI plays a supporting role in procedural processes, while participating to a lesser extent in strategic decision-making.

The survey results also suggest that respondents have a moderate level of trust in AI-based systems when it comes to organisational decision-making. While some respondents are willing to entrust specific decision-making functions to AI, the majority emphasise the need for human oversight of key management decisions. Trust in AI systems depends on factors such as transparent algorithms, auditable decisions and ultimate managerial control. The relatively low level of trust in AI for HR decisions corroborates the findings of research on algorithmic management, which considers HR areas to be particularly sensitive from ethical and social perspectives (Leicht-Deobald et al., 2019). Respondents emphasised the need for human oversight, transparency, and the ability to audit decisions. This is consistent with the concept of 'human-in-the-loop' and the principles of explainable AI (XAI). The significant impact of socio-organisational barriers, such as employee resistance, lack of trust, and inadequate expertise, aligns with traditional technology acceptance models, which suggest that perceptions of usefulness and ease of use alone are insufficient. The results confirm that technological transformation is an organisational and behavioural process, not just a technical one.

One significant factor limiting the development of artificial intelligence applications in management is the low level of employee competence. The results of the study indicate a significant shortfall in the digital and analytical skills required to use AI-based technologies effectively. This insufficient level of preparedness is one of the main barriers to implementing new technologies in organisations, confirming the importance of investing in human capital development and training programmes that focus on technological competence.

In summary, the results of the study suggest that effectively implementing artificial intelligence in organisational management processes requires striking a balance between technological development and developing human competencies. AI should primarily be viewed as a tool that supports managers' cognitive and decision-making processes rather than as an autonomous system that replaces the human factor. In future, developing models of cooperation between humans and AI systems will be crucial, as will building trust in technology by ensuring transparency, accountability, and ethical standards for its use within organisations.

In light of the analysis conducted, it should be emphasised that the results obtained are exploratory in nature and do not permit definitive determination of cause-and-effect relationships. Nevertheless, the results highlight the significant impact of social and competency-related factors on acceptance of and trust in AI, providing a foundation for further explanatory research.

6. Limitations and Implications

The limitation of the study is its focus on respondents' perceptions of acceptance and trust in artificial intelligence limits its consideration of objective measures of organisational effectiveness. Perceived organisational effectiveness was assessed based on respondents' opinions, which may have led to certain

simplifications in interpretation. Future studies would benefit from supplementing the analysis with quantitative data on actual organisational effectiveness indicators. It should also be emphasised that the study was cross-sectional in nature, meaning it was conducted at a single point in time. Given the dynamic development of artificial intelligence technologies and their evolving implementation in organisations, the results reflect respondents' knowledge and experience at the time of the study. In future, longitudinal studies should be conducted to allow analysis of changes in the level of acceptance and use of artificial intelligence in organisations over a longer period.

Despite the indicated limitations, this study significantly contributes to knowledge development regarding the acceptance of artificial intelligence in organisational management and the identification of factors influencing its perceived effectiveness. The results may inform further empirical research and the development of analytical models for implementing AI technology in organisational environments.

Ethics Declaration: The author declares that there are no conflicts of interest related to the present study. Furthermore, informed consent was obtained from all participants involved in the survey.

AI Declaration: A Generative AI tool was employed to assist in the language revision process for this study. The tool was utilized to improve the clarity, coherence, and overall quality of the text, ensuring that the language used throughout the document is free from grammatical errors.

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